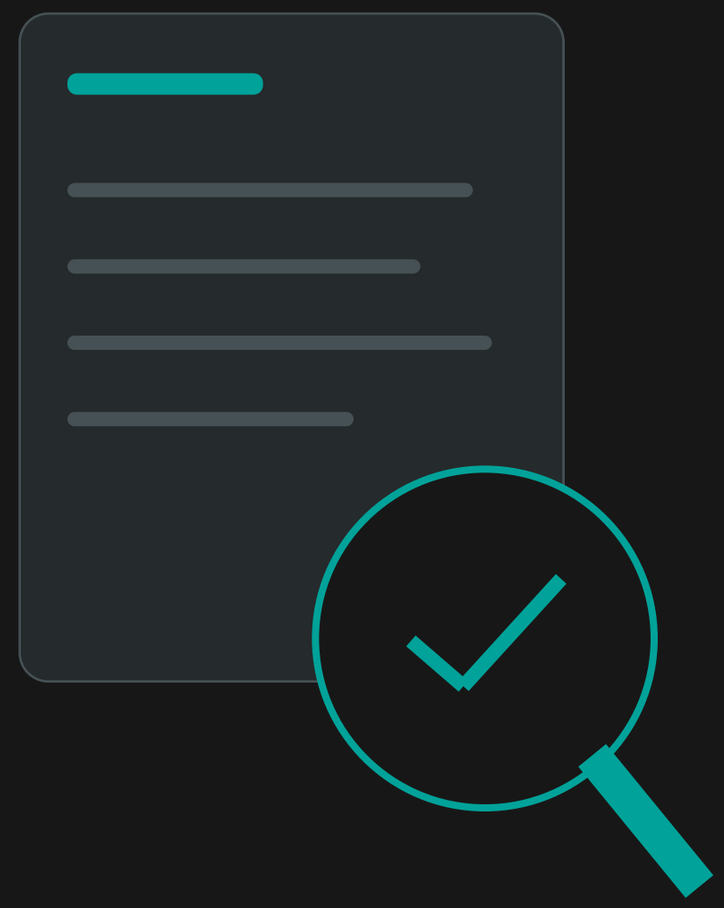
CURRENT STATE ASSESSMENT

Be honest about what needs to change.

A useful assessment helps people understand the conditions they are working in and what needs to change. That includes the conditions leadership helped create.

I worry about reports that everyone agrees with while leaving people unclear about what they need to do differently.



Before you design the future, make sure you can see the current state clearly.

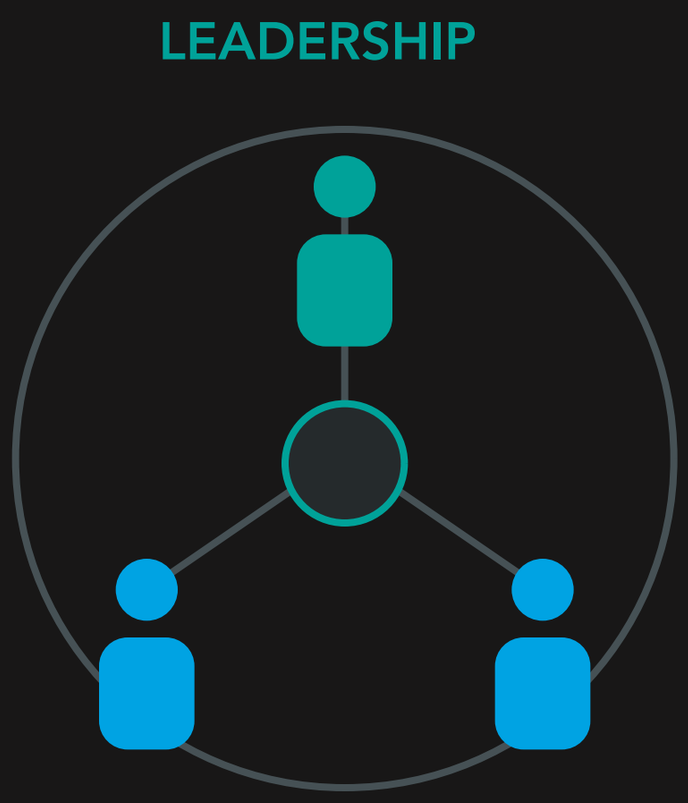
A clearer basis for action

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Include leadership in the assessment.

The sponsor commissions the work and is also part of the system being assessed. We need to acknowledge that upfront.

Some findings may challenge decisions made by the people in the room. Set the expectation that those findings will be discussed openly, with the same care as any others.



Part of the system we are assessing

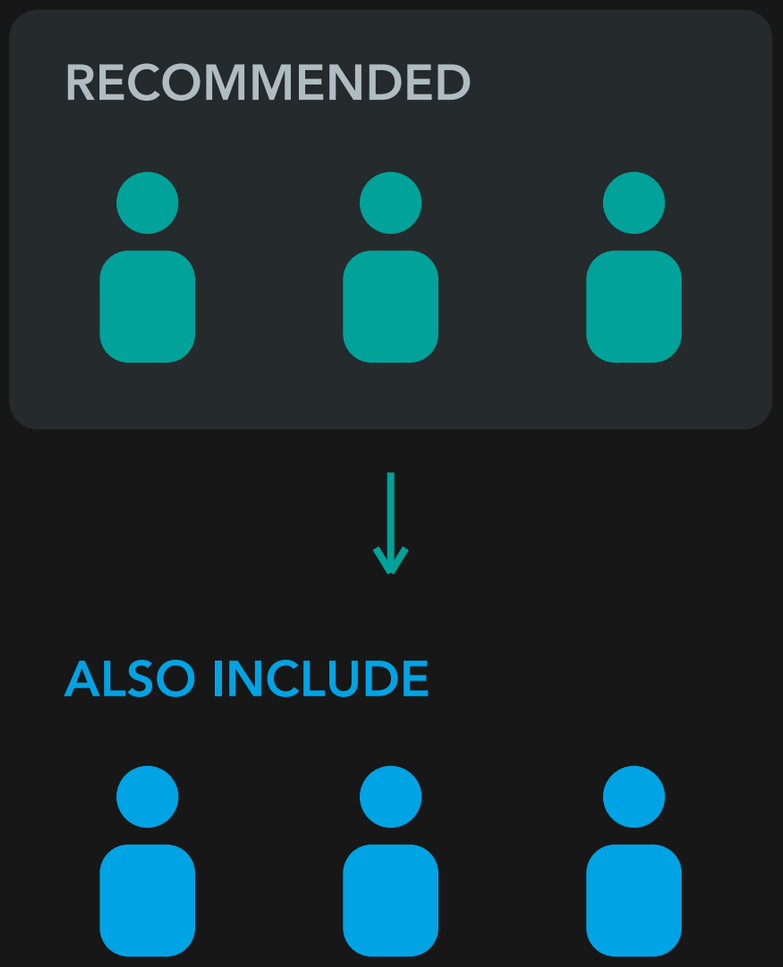
At kickoff, agree on how findings that challenge leadership will be handled.

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Look beyond the recommended names.

If we only interview the people offered to us, we may hear mostly from those already aligned with leadership.

Include the shift that rarely gets asked, the team struggling after a reorganization, and people whose experience challenges what we think we know.



Different shifts.
Different experiences.

Review whose experience is missing before you draw conclusions about the organization.

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Say what people need help with.

"Managers don't know what to do differently" can become "an opportunity to strengthen manager enablement."

The revised wording sounds professional, but makes the problem harder to see. The manager is still left wondering what to do differently tomorrow. Someone still needs to help them answer that.

"Strengthen manager enablement."

"What do I need to do differently tomorrow?"

Check whether an edit changes the decision someone would make from the finding.

KEEP THE NEED VISIBLE

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Make the boundaries clear from the start.

In our assessments, we explain what the report covers, what falls outside its scope, and how we protect the people who contributed.

Quotes illustrate patterns without identifying individuals. Establishing these boundaries gives people a clearer basis for sharing their experience and discussing the findings.

State the scope and anonymity rules before anyone reads the findings.

What This Report Is

What This Report Is Not

Anonymity Rules

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Describe the conditions people can change.

"No one owned the decision" gives people a condition they can address. "Leadership didn't care" assigns a motive we may have no basis for claiming.

Being direct means making the problem clear and giving people a way to participate in fixing it.

No decision owner

Agree who owns the decision and what they need.

A CONDITION WE CAN FIX

Name the condition, explain its impact, and identify what needs to change.

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Make each finding possible to check.

Connect findings to observable behavior and the evidence available. If the organization has no measure, say so.

Our six cultural competency dimensions help structure the assessment. Common Purpose, Psychological Safety, and Stakeholder Commitment are three of them. Each needs evidence of what people experience and do.



For each finding, show the evidence and make any gaps in that evidence explicit.

Name the gaps, too.

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Ask these questions before you sign off.

Which finding requires someone to change a decision, commit resources, or work differently?

Which conclusions rely only on people recommended to us?

Would we describe the findings the same way with the sponsor reading over our shoulder?

RESPONSIBILITY

WHO WAS HEARD

PLAIN FINDINGS

Bring your answers to the steering committee before using the assessment to set priorities.

Review before setting priorities.

CULTURE DESIGN

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